

UNITED STATES DEPARTMENT OF STATE

Bureau of Educational and Cultural Affairs

PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)

FY 2019 STUDY OF THE U.S. INSTITUTES FOR STUDENT LEADERS

Funding Opportunity Number: SFOP0005475

Office of Academic Exchange Programs

Study of the U.S. Branch

The POGI guidelines apply specifically to the Notification of Funding Opportunity (NOFO) issued by the Office of Academic Exchange Programs, Study of the U.S. Branch, for the FY 2019 Study of the U. S. Institutes for Student Leaders. Proposals must conform to the NOFO, the Guidelines stated in this document, and the standard Proposal Submission Instructions (PSI). Applications not adhering to the conditions set forth herein may be deemed technically ineligible. These guidelines are specific to the program mentioned above and are IN ADDITION TO the Standard Guidelines outlined in the PSI. If there is a perceived disparity between the standard and program specific guidelines and the program information supplied in the NOFO, the NOFO is to be the dominant reference.

I. STATEMENT OF WORK

In a Cooperative Agreement, the Study of the U.S. Branch is substantially involved in program activities above and beyond routine monitoring. The Branch may request that the recipient make modifications to any part of the proposed program, such as the academic residency or educational travel components. These activities and the roles and responsibilities of the Department and your organization are outlined below.

Applicant organizations may apply to administer Option A: The Study of the U.S. Institutes for Student Leaders (Global), or may apply to administer Option B: The Study of the U.S. Institutes for Student Leaders from Europe. Applicants should clearly state under which program the applicant organization intends to apply.

Option A: The Study of the U.S. Institutes for Student Leaders (Global)

Award Recipient Responsibilities:

1. Designing, implementing, and overseeing the Study of the U.S. Institutes (Global) program including the administration of five-week academic Institutes for approximately 140 foreign undergraduate students from selected countries (seven Institutes total) on Civic Engagement (2); Entrepreneurship and Economic Development (2); Religious Freedom and Pluralism (1); Youth, Education and Closing the Skills Gap (1); and the Rule of Law and Public Service for military academy students (1);

2. Issuing, managing, and monitoring sub-awards to selected host institutions to conduct the Institutes. No institution, including the primary award recipient, may conduct more than two Institutes;
3. Providing overall coordination and administrative management of the Institutes, including ongoing oversight of selected host institutions and monitoring of all participants;
4. Providing syllabi and program calendars to ECA for all Institutes;
5. Creating and distributing pre-departure materials for U.S. embassies, consulates, or Fulbright Commissions to use during their in-country pre-departure orientations;
6. In coordination with U.S. embassies and consulates or Fulbright Commissions, arranging and purchasing international round trip travel for participants and as well as any travel related to visa issuance, and dispersing international travel allowances prior to departure to the United States;
7. Ensuring that each participant completes and signs all required pre-program paperwork including the Study of the U.S. Institutes Terms and Conditions, Medical, and Media Release forms provided by the Branch;
8. Issuing DS-2019 forms for Institute participants;
9. Enrolling the participants in an accident and sickness health benefits program for the duration of the Institute and issuing health benefits identification cards for each participant. The program office will instruct the recipient how to access informational brochures and claim forms;
10. Coordinating, in conjunction with host institutions, logistical and administrative arrangements for participants such as pre-departure information, airport pick-up and drop off, lodging and meals, domestic travel and airline baggage allowances, medical treatment, and the disbursement of program funds;
11. Developing and implementing, in coordination with ECA, a media (including social media) outreach plan to promote the program;
12. Informing and consulting with ECA about any program or participant problems, emergencies, or other issues as well as the progress of necessary corrective action or incident;
13. Developing and proposing innovative ideas for alumni follow-on activities including facilitating continued interaction among participants after the conclusion of the Institutes;
14. Creating and maintaining a database of program alumni that includes alumni success and impact stories;
15. Conducting an evaluation program that links outcomes of the Institutes to stated program goals and objectives to ensure that all Institutes meet comparable and high levels of quality in fulfilling program goals;
16. Managing ECA and other funds for this activity, including the timely submission of required semi-annual and final financial and program reports to ECA, as well as weekly updates to the program office during the five-week Institutes;
17. Providing reasonable accommodations for participant needs, including disability accommodations if needed, in support of ECA's commitment to diversity and the involvement of participants from traditionally underrepresented audiences (see budget template for guidance); and
18. Assuming overall responsibility for complying with all applicable tax treaties and Federal, state and local laws on tax withholding and reporting for participants.

U.S. Department of State Responsibilities for this program include:

1. Providing oversight, advice, and assistance to award recipient staff including final approvals of key project plans and activities;
2. Providing advice and assistance to the sub-award recipients/Institute staff;
3. Reviewing and providing input on Institute agendas, curricula, pre-departure materials, and other program materials;
4. Reviewing and approving plans for alumni follow-on activities;
5. Coordinating all communications with participating U.S. embassies, consulates, and Fulbright commissions, including the recruitment and selection of participants. ECA will make final participant selections;
6. Issuing the participants' J-1 visas;
7. Monitoring the Institutes through regular communication with the award recipient and site visits to one or more host institutions;
8. Reviewing semi-annual program reports;
9. Collaborating with the recipient on the media engagement plan and approving all promotional materials;
10. Assisting with participant emergencies, other significant issues, and medical evacuations;
11. Liaising with relevant U.S. embassies, consulates, Fulbright commissions, the recipient, host institutions, and other relevant parties as it relates to crisis management; and
12. Conducting formal debriefing sessions and plan for speakers from the U.S. Department of State to address participants during their time in Washington, D.C.

Option B: The Study of the U.S. Institutes for Student Leaders from Europe

Award Recipient Responsibilities:

1. Designing, implementing, and overseeing the Study of the U.S. Institutes for Student Leaders from Europe program including the administration of five-week academic programs (four Institutes total) on Civic Engagement (1); Entrepreneurship and Economic Development (1); Youth, Education and Closing the Skills Gap (1); and Journalism and Media (1) for approximately 80 undergraduate students from selected countries;
2. Issuing, managing, and monitoring sub-awards to selected host institutions to conduct the Institutes. No institution, including the primary award recipient, may conduct more than one Institute;
3. Organizing, staffing, and coordinating the conclusion of the program in Washington, D.C. for all participants in concurrent Institutes, including a one- or two-day final event where participants will present on their experience and participation in the program, will have the opportunity to hear from speakers from the Department of State (arranged by ECA program officer), and will participate in a debriefing discussion with the program officer;
4. See items 3-18 under Option A for additional award recipient responsibilities.

U.S. Department of State Responsibilities for this program include:

1. See items 1-12 under Option A for U.S. Department of State responsibilities.

II.

PROGRAM SPECIFIC GUIDELINES

A. Overview

The Bureau of Educational and Cultural Affairs (ECA) of the U.S. Department of State invites proposal submissions for the design and implementation of seven (7) Institutes under Option A or four (4) Institutes under Option B. Each five-week Institute should be designed for groups of undergraduate students from selected countries as specified by the Notice of Funding Opportunity (NOFO). Proposals should present an integrated and imaginatively designed program that provides participants with an academic residency and integrated educational travel program, weekly community service activities, leadership development, cultural activities, and robust opportunities to interact with a diverse group of Americans.

B. Program Dates

All Institutes should last approximately 36 days (including arrival and departure days). Institutes should begin no earlier than June 1, 2019, and should conclude no later than August 16, 2019. For Option A, base-year the Institute for Student Leaders on Civic Engagement for participants from Africa should take place over a five-week period, between January through early March, winter/spring 2020.

C. Program Administration

Applicants must discuss their capacity to successfully manage international exchange programs, including institutional strengths such as experience, relevant departments, and major administrative units. Proposals should include a staffing pattern that details how staff will share responsibilities. The award recipient must designate a **project director** to oversee all of the Institutes, pre-departure logistics, alumni follow-on activities and outreach. During the Institutes, the project director will coordinate logistical and administrative arrangements to ensure an appropriate level of continuity among the various host institution programs, serve as the principal liaison between ECA and the host institutions, and serve as ECA's primary point of contact.

The award recipient must also designate **academic directors** at each host institution who will be present throughout the academic programs in their entirety to ensure the continuity, coherence, and integration of all aspects of the academic program, including the study tour. The academic directors will plan and implement the programs at their respective host institutions, oversee the day-to-day management, and monitor program participants. In addition, an **administrative director** or coordinator must be assigned at each host institution to oversee all student support services, including supervision of the program participants, and budgetary, logistical, reporting, and other administrative arrangements. Other staff may be designated as appropriate. Applicant organizations may choose to incorporate qualified "cultural ambassadors" or "graduate mentors" (or another appropriate name) at each Institute who exhibit cultural sensitivity, an understanding of the program's objectives, and a willingness to accompany the students throughout the program. Program coordinators and/or graduate student assistants may be employed to carry out clerical duties and to assist with the day-to-day concerns and needs of participants, but should not be the principal point of contact for participants' administrative concerns.

The project director and Institute academic directors will be required to attend a briefing in Washington, D.C tentatively scheduled for April 2019, pending final award approval.

D. Participants

Each Institute will host 20 foreign undergraduate participants, a total of 140 participants for Option A, and a total of 80 for Option B, from primarily underserved communities in selected countries. ECA will make the final decisions regarding participating countries based upon U.S. foreign policy priorities.

The participants will be highly motivated undergraduates from colleges, universities, and other institutions of higher education, who demonstrate leadership through academic work, community involvement, and extracurricular activities. Their fields of study will be varied, and may include sciences, social sciences, humanities, education, business, and other professional fields. Every effort will be made to recruit participants from underserved and underrepresented communities from both rural and urban sectors, and who have had little or no prior experience in the United States or elsewhere outside their home country. All participants will be between the ages of 18 and 25 and will be fully proficient in English. The award recipient will NOT participate in the selection of candidates. U.S. embassies, consulates, and Fulbright Commissions will identify and nominate participants. ECA will make the final selections. A final list will be sent to the award recipient prior to the start of the Institutes.

Please note: ECA reserves the right to amend or modify the list of participating countries should conditions change in the nominating country or if other countries are identified as U.S. priorities. Participating countries will be determined by ECA, in consultation with the relevant regional bureaus.

E. Institutes

Each Institute should:

- Include a four-week academic residency at a U.S. college or university campus and a one-week educational study tour that should include two to four days in Washington, D.C.
- Be creative, thematically coherent programs that draw upon institutional strengths, including faculty and other resources. The academic residency component should be a specially designed and well-integrated seminar that imaginatively combines lectures, discussions, readings, debates, and site visits and regional travel into a coherent program. Ensuring a balance of speakers and perspectives throughout the program schedule, representing diverse U.S. viewpoints, as well as other aspects of diversity.
- Provide a **calendar or itinerary** of all program activities, including a **syllabus** that indicates the subject of each class session and explains how assigned readings and other materials support the session. The readings should relate directly to the Institute theme.
- Be designed around the themes designated for the programs outlined in the NOFO for Option A or Option B, as well as include topics on U.S. history, government, civic institutions, culture, and society. All programs must contribute to a deeper understanding of the United States, while at the same time providing useful skills and concepts for future leaders. The Institutes should not simply replicate an

existing lecture course, survey, or seminar designed for U.S. students. To encourage interaction with Americans, it is acceptable for applicants to create a course for participants in this program that is also offered to U.S. students for credit. The cost for U.S. students to take this course may not be included in the funding request from ECA.

- Provide all transportation, housing, and meals arrangements for participants.

1. Academic Residency

The Academic Residency components should:

- Consist of a carefully integrated series of lectures, panel presentations, seminar discussions, debates, simulations, individual and group classroom activities, and reading assignments.
- Be tailored for the particular group of foreign students and include a discussion of relevant issues facing their countries and region. Efforts should be made to encourage active student participation in the educational process. The design of classes should take into account that the participants may have little or no prior knowledge of the United States and varying degrees of experience in expressing their opinions. For the Institute conducted in English, consider that participants might have different levels of proficiency in English.
- Expose participants to a variety of presenters representing diverse backgrounds, viewpoints, and occupational fields on the topics and issues to be explored. Women should be appropriately represented as speakers and presenters in all programs. In addition to host college or university faculty and professionals from the region where the Institute takes place, course presenters should include outstanding scholars and other professional experts from throughout the United States, as appropriate.
- Include time for discussion at each session and throughout the program to allow for questions and answers and for a collegial exchange of views among participants, presenters, and panelists.
- Include a bibliography of readings for the various program components. It should include at least one survey text or reader, as well as a number of interpretative readings directly related to the Institute themes.
- Include at least **one leadership development session per week** that should serve to both develop and enhance participants' leadership and collective problem-solving skills, and inspire participants to apply them. These workshops should be creative, highly interactive, and team-oriented. They should require input and contribution from all participants, and provide students with basic leadership skills. The recipient may decide to recruit qualified instructors for these sessions from other organizations.
- Include at least **one hands-on volunteer activity per week** with local community service organizations to provide the participants the opportunity to experience first-hand the U.S. tradition of grassroots approaches to solving community problems, as well as additional opportunities to meet and interact with diverse Americans outside an academic setting.

- Include day trips or optional weekend excursions, designed to reinforce the academic curriculum, to various local and nearby locations, including historical sites, schools, places of worship, etc.
- Be intensive, yet leave sufficient free time for pursuing individual interests, socializing with fellow participants and U.S. students, exercising, and relaxing. The program schedule should include adequate time for reading and preparation of class assignments. Supervised cultural and weekend activities (such as group nights at the theater, concerts, sporting events, and city tours) are encouraged and should offer the students opportunities to experience the diversity of the United States, while fostering group cohesion.

2. Study Tour

The educational travel program for each Institute should:

- Be an integral part of the Institute that directly complements and reinforces the academic residency program and theme.
- Be arranged and led by the Institute's academic director and principal Institute staff. All staff that will be working on this component as managers or escorts should be clearly identified in the proposal.
- Be approximately one week long, including two to four days in Washington, D.C.
- Take place in a different region within the United States from the host institution's region. The agenda for these educational visits should include an appropriate mix of professional-level meetings (local, state, and/or federal government offices, international organizations, NGOs, etc.) related to the Institutes' academic objectives and subject matter, visits to cultural institutions, and recreational activities.
- **For Option B**, the conclusion of the program in Washington, D.C. must include a final one or two day event consisting of: a session with U.S. Department of State officials (arranged by ECA program officer); presentations from participants about their experience and participation in the program (guidelines for these presentations will be planned in conjunction with ECA program officer); and formal debriefings with ECA program officer.

Please note: The Study of the U.S. Branch may request that the recipient modify the academic residency and/or educational travel programs. Similarly, the recipient, in consultation with the Study of the U.S. Branch, may also wish to make program modifications. For further information regarding this program or the NOFO contact: Program Officer Macon Barrow, tel: 202-632-9435, and email: BarrowME@state.gov or Program Officer Maureen James, tel: 202-632-9433, and email: JamesMC@state.gov, U.S. Department of State, Bureau of Educational and Cultural Affairs, Office of Academic Exchange Programs, ECA/A/E/USS, SA-5, 4th Floor, 2200 C Street, NW, Washington, D.C. 20037.

F. Logistical Considerations

The proposal should discuss your institution's and your sub-award recipients capacities to successfully manage these international exchange programs and should include institutional strengths, such as faculty, libraries, relevant departments, and major administrative units.

- The recipient should plan to process **participant forms**, including but not limited to Medical Forms, program Terms and Conditions, and Media Release Forms, which will be signed by participants, and notify ECA of any potential issues or concerns. All forms should be safeguarded since they contain Personally Identifiable Information (PII).
- **Housing and meal arrangements** are an important dimension of program planning and must be discussed in detail in the proposal. In general, participants should be housed on campus in university dorms or similar designated university housing. When feasible, participants should be housed with American roommates. Walking distance to daily classes should be taken into account. If possible, participants should have access to kitchen facilities, either in their own rooms or in a common room. A cafeteria meal plan combined with a cash allowance for food that will permit participants to cook or eat at local restaurants is strongly recommended. In many cases, participants may experience difficulties with American eating customs due to religious or other dietary restrictions, cultural differences, and availability of familiar foods. Institute staff should be prepared to discuss such problems with the participants and seek solutions. To the extent permitted by budget limitations, participants should receive up to the U.S. government per diem rate for meals and incidental expenses at the various program locales. See <http://www.gsa.gov/perdiem> for current U.S. government per diem rates.
- **Pre-departure materials** should be available to participants via an Institute website or email at least six weeks before the start of the program. For participants who do not have Internet access, your institution should make arrangements to send hard copies of these materials by express mail to the U.S. embassy or directly to the participants, as appropriate. The award recipients should also create and share relevant pre-departure materials with U.S. embassies, consulates, and Fulbright Commissions that hold pre-departure orientations for participants. Program websites should be updated regularly to provide changes in the program schedule, readings, photos of Institute activities, and other useful information.
- **An administrative orientation** to the United States and to the host campus for the participants should address administrative details of the program, identify campus and local resources, and provide general information that will facilitate the participants' adjustment to daily life in a new cultural environment. Important topics will be security, medical problems, and availability of foods to which participants are accustomed, or which meet specific dietary requirements.
- **An academic orientation** should provide participants with a concise overview of the program, including principal objectives and major themes. The academic director should also use this opportunity to discuss guidelines for class participation that encourage active participation by all class members, respect for the views of other participants, concise comments and questions that keep the students on-topic, and other ground rules that will promote effective class discussion throughout the program.

- **Opening and closing events** (e.g., luncheon, dinner or reception) should formally inaugurate and close the program. These events typically include representatives from the college/university community, as well as individuals from the larger community.
- **Access to resources** should be arranged, including campus libraries, computer and internet facilities, local and national newspapers and periodicals, as well as radio and television. A formal orientation to library services should be conducted during the first week of the program, and computer training and technical support should be provided for those participants who require it. Reasonable accommodations should be made for any participants with disabilities and up to \$2,000 per Institute should be budgeted toward this expense.
- **Evaluations** should be conducted on a regular basis to ensure that academic, administrative, and personal problems are acted upon promptly. Copies of surveys and data should be available to the ECA program officer upon request. At the conclusion of the Institute, a formal evaluation session should permit participants to comment on all aspects of the program. Additionally, the recipient will be responsible for conducting an alumni evaluation and collecting alumni success stories to share with ECA. The recipient may wish to share data on how these exchange programs affect U.S. communities too.

Please note: All participants will be required to return to their home countries immediately upon the conclusion of the program. Travel to visit family or friends elsewhere in the United States will NOT be permitted *before, during, or after* the program, including on unscheduled weekends during the academic residency period. Family or friends may be permitted to visit the participants while the latter are in residence at the host institution, at the discretion of the recipient and in consultation with ECA, provided that such visits will not prove disruptive to the program. At no time will family or friends be permitted to accompany the participants during scheduled program activities, whether such activities are mandatory or optional. Institute staff should arrange to escort all participants to airports for their return travel, and to remain at the airport until the students have checked in and entered the security departure area.

G. Fostering Mutual Understanding

ECA's mission is to foster mutual understanding between the people of the United States and the people of other countries to promote friendly and peaceful relations.

In order to promote this mission, the program should provide ample opportunities to attend informal and formal gatherings of ordinary Americans from a variety of ethnic, social, and professional backgrounds, as well as with U.S. college students. Programs should strive to include as many of the following program components as possible:

- A weekend-long home stay with a local family;
- A structured way for participants to present their country's history and culture to diverse groups of Americans;
- A peer system where international participants are paired with U.S. students for individualized recreational evening and weekend activities;
- Classes with U.S. students or accommodations with U.S. roommates, if possible;

- Informal group activities, between the participants and members of the local community; and
- To the extent possible, mentor relationships between participants and academically appropriate host institution professors.

H. Alumni Outreach/Follow-on Activities

Proposals should provide a plan for continued follow-on activity that ensures that ECA-supported programs are not isolated events. Proposed follow-on activities for alumni must reflect the goals and objectives of the program and must contribute to ECA's mission to foster mutual understanding between the people of other countries and the people of the United States. The proposal should include an outline of follow-on alumni programming (including a timeline), information on how it will be coordinated with existing alumni efforts, a description of how long-term linkages with alumni will be fostered and maintained, and information as to how alumni success stories will be collected and shared with ECA. Examples of successful past follow-on activities include, but are not limited to, structured mentoring programs, small grant competitions, alumni reunions or workshops, monthly web discussions, reverse exchanges, cooperative publications by participants and their American peers, and distance learning opportunities for alumni. Applicants should incorporate the online communities on the International Exchange Alumni website (Alumni.State.Gov) into their alumni outreach plans.

Follow-on activities should be well developed, but also remain flexible enough to allow for changes based on the needs of the participants and funding. Alumni activities should be financed using the line item budgeted for follow-on activities as well as significant cost-sharing by the applicant organization.

Please refer to the Proposal Submission Instructions (PSI) and the sample budget template for additional information.

III. PROPOSAL CONTENTS

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants to meet with reviewing officials, the proposal should respond to the criteria set forth in the solicitation and other guidelines as clearly as possible.

Proposals should address succinctly, but completely, the elements described below and must follow all format requirements.

NOTE: Proposals submitted through Grants.gov may only be submitted in the following formats:

- Microsoft Word
- Microsoft Excel
- Adobe Portable Document Format (PDF)

Prior to submitting applications through Grants.gov, please ensure you meet all Grants.gov system and software requirements, including Adobe software compatibility. You can verify if your version of Adobe software is compatible with Grants.gov, by visiting

<https://www.grants.gov/web/grants/applicants/adobe-software-compatibility.html>.

- ASCII Text
- Joint Photographic Experts Group (JPEG images)

Proposals should include the following items. All documents should be appropriately and clearly titled.

Online Forms

- SF-424, "Application for Federal Assistance"
- SF-424A, Budget Information – Non-Construction Programs
- SF-424B, "Assurances - Nonconstruction Programs"
- Include other attachments, if applicable, such as indirect agreements, form 990, SF-LLL, etc.

Program Narrative

Executive Summary (One page)

In one double-spaced page, provide the following information about the project:

1. Name of organization/participating institutions
2. Beginning and ending dates of the program
3. Proposed Institutes (Option A or Option B)
4. Nature of activity
5. Funding level requested from ECA, total program cost, total cost-sharing from applicant and other sources
6. Scope and Goals
 - a. Number of participants
 - b. Wider audience benefiting from program (overall impact)
 - c. Geographic diversity of program, both U.S. and overseas
 - d. Fields covered
 - e. Anticipated results (short and long-term)

Narrative

In **20 double-spaced pages in size twelve Times New Roman font**, provide a detailed description of the project addressing the areas listed below.

1. Vision (statement of need, objectives, goals, benefits)
2. Participating Organizations
3. Overarching Program Theme
4. Program Activities (orientations, academic components, cultural programs, study tours, media plan, interaction with Americans, participant monitoring)
5. Program Evaluations
6. Follow-on Alumni Activities
7. Project Management
8. Work Plan/Time Frame
9. For Option B, design and implementation of the one or two day event

Additional Information to be Submitted

- Calendar of activities/itinerary for each Institute
- Tentative programs for each Institute including academic sessions, site visits, and study tours
- Draft conference or event agenda (Option B only)
- Letters of endorsement
- Social Media and Traditional Media Plan
- Resumes and CVs (resumes of all new staff should be included in the submission; no resume should exceed two pages.)
- First time applicant attachments (if applicable)
- Detailed Budget, Summary Budget, and Budget Narrative

All budget guidelines must be followed. The budget should indicate any cost sharing in the form of in-kind or cash contributions to the program from sources other than the Department of State. See standard guidelines (PSI) in the Solicitation Package for information on cost sharing and the cost of audits.

A sample Institute budget template is provided as pdf document as part of the application package for this solicitation. You are not required to use this template but it is suggested that you refer to the template for allowable costs and required Institute expenses. You may request this budget template in Excel format by contacting Macon Barrow by email: BarrowME@state.gov or by tel: 202-632-9435. Please note there are five tabs in this document, the Sample Budget Instructions, the Total Cost by Grant Category, the Summary Budget, the Admin Detailed Budget, and the Program Detailed Budget. Applicants should complete tabs 2-5, where applicable. The sample budget template includes an explanation of specific budget categories and line items. Unless otherwise indicated, each of the line items should appear in the proposed budget. You are urged to be as detailed and specific as possible, adding line items if needed. **Separate budgets for sub-awardees** should be included and should resemble the Admin Detailed Budget and Program Detailed Budget for the award recipient. A minimum of \$175,000 must go to sub-awardees to support robust programming, but applicants are encouraged to allocate more. It is estimated that one Institute costs approximately \$240,000.

Please be sure to include a Summary Budget on a separate page before the Detailed Budget. The Summary Budget should clearly indicate the number of program participants and provide an overall unit cost per participant, as well as a unit cost breakdown by program and administrative costs. A sample of this format is provided on the first tab of the sample budget. Please note the summary budget includes estimated cost projections for the non-competitive continuation years of the award. You are not required to provide a detailed budget for the continuation years until ECA decides to exercise the non-competitive continuation.

Following the Detailed Budget, please include a Budget Narrative that concisely explains how costs were calculated and the rationale for including them in the budget. The Budget Narrative should also explain costs for sub-awardees. Please make note of the following in the Budget Narrative:

- If you do not have an established indirect cost rate agreement, please explain what costs are excluded when calculating the Modified Total Direct Costs (MTDC) base in accordance with 2 CFR 200.68 and 2 CFR 200.414.
- List and explain the participant support costs.
- State if the above two questions are part of your organization's existing policies and if they are consistently applied in all budgets throughout your organization.

Applicant institutions should attempt to maximize cost-sharing throughout the program by enlisting the support of the U.S. private sector, including foundations and corporations. ECA reserves the right to reduce, revise, or increase proposal budgets and participant numbers and the number of institutes based on program needs and the availability of U.S. Government funding.

Please note: All applicants for ECA federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, applicants must submit information in one of the following ways:

- Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form.
- Those who do not file IRS Form 990 must submit information above in the format of their choice.

As part of the final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their grant activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one-page description of grant activities, will be transmitted by the State Department to OMB, along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by the Office of Management and Budget on its USASpending.gov website as part of ECA's FFATA reporting requirements.

IV.

APPLICATION SUBMISSION

The NOFO indicates the date the complete proposal is due and the manner in which proposals must be submitted. There are NO EXCEPTIONS to this deadline. For further information regarding this program or the competition, contact Program Officers in the Study of the U.S. Branch, U.S. Department of State, Bureau of Educational and Cultural Affairs, Office of Academic Exchange Programs, ECA/A/E/USS, SA-5, 4th Floor, 2200 C Street, NW, Washington, D.C. 20037, Macon Barrow, tel: 202-632-9435, and email: BarrowME@state.gov or Maureen James, tel: 202-632-9433, and email: JamesMC@state.gov